

Board Meeting in Public Tuesday, 26 September 2023

Title of Report	Tissue and Eye Services Strategy	Agenda No.	4.3
Nature of Report	<input checked="" type="checkbox"/> Official <input type="checkbox"/> Official Sensitive		
Author(s)	Ben Hume, Assistant Director		
Lead Executive	Anthony Clarkson, Director of Organ and Tissue Donation and Transplantation		
Non-Executive Director Sponsor	Piers White		
Presented for (tick all that applies)	<input checked="" type="checkbox"/> Approval <input type="checkbox"/> Information <input type="checkbox"/> Assurance <input type="checkbox"/> Update		
Purpose of the report and key issues			
<p>Purpose: This paper provides a summary of the Tissue and Eye Services (TES) Strategy. We ask for its approval.</p> <p>Key Issues: The main points of the strategy are summarised.</p>			
Previously Considered by			
For commercial reasons, the strategy has been reviewed by the Board in private as it has developed throughout the last year. This includes a full briefing at today's private session.			
Recommendation	The Board is asked to approve the TES Strategy.		
Risk(s) identified (Link to Board Assurance Framework Risks)			
OTDT-06 Inadequate Tissue Donation Activity			
Strategic Objective(s) this paper relates to: [Click on all that applies]			
<input checked="" type="checkbox"/> Collaborate with partners <input checked="" type="checkbox"/> Invest in people and culture <input checked="" type="checkbox"/> Drive innovation <input checked="" type="checkbox"/> Modernise our operations <input checked="" type="checkbox"/> Grow and diversify our donor base			
Appendices:	None		

1. Executive Summary

- 1.1 Our role is to co-ordinate, recover, process, store and supply human tissue for transplantation – making a vital contribution to NHSBT’s mission to save and improve lives. We are one of Europe’s largest tissue banks.
- 1.2 This strategy sets the direction for our services from 2023 to 2026. It aligns us with NHSBT’s vision of a world where every patient receives the donation they need.
- 1.3 Our mission is to increase the number of patients whose lives are saved or improved through treatment with human tissue products. The new TES strategy is similar to *Organ Donation & Transplantation 2030* because we have a simple proposition: more donors, more transplants.
- 1.4 This strategy set out our vision to revolutionise donation – particularly to meet the domestic need for corneas. Simultaneously we will become financially sustainable. We will also further innovate to meet patient demand.

2. Background and 5 key opportunities

- 2.1 We supply tissue to four market segments, for use in the NHS and independent UK hospitals.
- 2.2 In two market segments we are recognised as the leading national supplier: Ophthalmic and Cardiovascular. In the other two market segments we supply within a commercial market: Orthopaedic & Sports Injury and Burns & Wound Care.
- 2.3 Since March 2022, we have engaged with colleagues, stakeholders and completed detailed analysis. They tell us that we:
 - Need more donors to meet patient need for corneas and heart valves
 - Must concentrate on value for patients, customers and the NHS
 - Can make more of our R&D and expertise to deliver new and innovative products
 - Should be agile to respond to our customers
 - Must develop our people and attract new skills so that we have an expert workforce to deliver our vision

3. Key actions in our Strategy:

- 3.1 We will:
 - Deliver a step change in the availability of corneas and heart valves through a new donation approach
 - Achieve financial sustainability by meeting patient need
 - Meet the demand for innovative and new products
 - Engage with our customers across all specialties
 - Attract, retain and grow an expert workforce

4. Governance

- 4.1 A delivery group has been established to oversee the implementation of the strategy.
- 4.2 This will oversee implementation of strategic actions, monitor performance, and adjust accordingly. It includes senior representatives from NHSBT and our partners.